



JUST SCORECARD

JUST CAPITAL | FROM INSIGHT TO ACTION

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FROM INSIGHT TO ACTION: BENCHMARK PERFORMANCE WITH THE JUST SCORECARD

We often hear from corporate leaders that they are looking for more tools and resources that can help them align their business practices with the values of the American public.

Today we are introducing the JUST Scorecard.

This Scorecard builds upon our [survey results](#) and the metrics we use to evaluate just business behavior in our [Rankings](#), and creates a resource for companies to use in reviewing their own corporate practices. We hope you can use it a guide with cross-functional teams to explore questions like: Where are we taking the lead on just business behavior? Where is there room for improvement?

In our analysis of the financial performance of JUST Capital ranked companies, we've found that the companies that perform well in our Rankings on the issues that matter most to the American public also tend to outperform their peers in the market – and many are represented in the [JUST ETF](#). We believe that just business practices are good not only for workers, customers, communities, and the environment – they're good for business.

We hope you'll use this this Scorecard (and [your JUST scores](#)) to evaluate your company's current performance on issues of just business behavior, as well as set goals for improvement. For any questions on improving corporate performance and better aligning business practices with the values of the American public, please e-mail corpengage@justcapital.com.



| ISSUES | CURRENT PERFORMANCE | GOAL FOR IMPROVEMENT |
|---|---------------------|----------------------|
| WORKERS (25%) | | |
| Benefits | | |
| Are we providing quality, affordable health insurance options? | | |
| Benefits | | |
| Are we helping workers plan for retirement through planning and savings support (401k or other options)? | | |
| Benefits/PTO | | |
| Are we providing an industry-leading sick leave policy? | | |
| Are we providing an industry-leading parental leave policy? | | |
| Are we providing an industry-leading vacation policy? | | |
| Are we providing a bereavement leave policy? | | |
| Pay | | |
| What percentage of workers (both employees and contractors) are making a living wage? | | |
| What percentage of workers are making a fair wage for industry and job title? | | |
| Have we conducted a pay equity analysis to ensure equal opportunity for all? If yes, how are we disclosing the results? | | |
| Safety | | |
| Have we established policies and training programs to ensure employee health and safety? | | |
| Nondiscrimination | | |
| Do we have a Diversity & Inclusion policy and/or targets to recruit and support a diverse workforce? If yes, how are we disclosing the results? | | |
| Are we adhering to equal opportunity workplace policies when it comes to firing, hiring, promotions, grievances, and layoffs? | | |
| Training | | |
| Are we providing opportunities for career advancement, skills development, tuition reimbursement, and/or educational attainment? | | |
| Balance | | |
| Do we have policies and programs to support work-life balance, like flexible working hours, day care services, or workplace wellness? | | |
| Communication | | |
| Are we facilitating positive, open communication across all levels of the organization? | | |
| Are we giving workers the freedom to engage in collective bargaining without interference? | | |

| ISSUES | CURRENT PERFORMANCE | GOAL FOR IMPROVEMENT |
|---|---------------------|----------------------|
| CUSTOMERS (18%) | | |
| Nondiscrimination Do we treat all customers fairly and equally regardless of background? How many customer discrimination controversies do we have a year? | | |
| Privacy Do we have a policy to protect customer and general public privacy and integrity? Do we have a policy on the collection, use, and protection of private and confidential personally identifiable information (PII)? How many customer data controversies do we have a year? | | |
| Transparency Are we truthful in our advertising? Have we incurred any fines from misleading or overpromising to our customers? | | |
| PRODUCTS (14%) | | |
| Quality Are we creating products that are beneficial and non-harmful to health, environment, or society? Have we had to recall a product in recent years? Or pay a product fine? | | |
| Fair Pricing Do we provide products and services that are of good value? Did we have any anti-competitive practice controversies in the past year? | | |
| Accurate Labeling Do our products and services have clear, accurate, and informative labeling? | | |
| ENVIRONMENT (13%) | | |
| Pollution What efforts are we taking to minimize pollution? | | |
| Management What environmental management systems do we have in place? How are we measuring and disclosing them? Have we paid any environmental fines? If so, how much? | | |
| Resources What is our reported electricity usage (net of renewable inputs)? What percentage is renewable? What is the total amount of waste we recycle? What is the total amount of waste we discard, both hazardous and non-hazardous? | | |

| ISSUES | CURRENT PERFORMANCE | GOAL FOR IMPROVEMENT |
|---|---------------------|----------------------|
| JOBS (12%) | | |
| Creation | | |
| What is the total U.S. headcount of our workforce? | | |
| What is the percentage change in our international workforce over the past five years? | | |
| Number | | |
| What is the percentage change in our U.S. workforce over the past five years? | | |
| COMMUNITIES (11%) | | |
| Human Rights | | |
| Have we conducted a formal human rights impact assessment of our entire business operations? Have we disclosed our findings? | | |
| Do we have a policy or statement committing to respecting human rights across all operations? Do we disclose how our Board of Directors is accountable to this policy? | | |
| Are we part of any peer or stakeholder initiatives like the Responsible Business Alliance, the Equator Principles, or the Sustainable Apparel Coalition? | | |
| Do we comply with conflict minerals disclosure regulations and are we transparent about efforts to conduct due diligence in alignment with the OECD guidelines? | | |
| What practices or procedures do we have in place to ensure that we are not doing business with any repressive governments? | | |
| Local Communities | | |
| Have we disclosed a policy, commitment, or effort to source from local suppliers or support local businesses? | | |
| Community Support | | |
| Do we provide opportunities for employees to take paid time off for volunteering? Do we match their charitable donations? Do we provide grants tied to employee volunteering? | | |
| Do we have ways to receive feedback from the communities where we operate? Do we disclose how we engage community stakeholders and how we have addressed their concerns? | | |
| Charitable Giving | | |
| Can nonprofits and/or community organizations submit unsolicited applications for grant funding or corporate donations, and do we disclose the application process publicly? | | |
| Do we provide opportunities for employees to take paid time off for volunteering? Do we match their charitable donations? | | |

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|--|---------------------|----------------------|
| LEADERSHIP (8%) | | |
| Ethics Have we publicly disclosed a Business Ethics Policy or Code of Conduct? If so, how is it internally monitored and evaluated? | | |
| Leadership What percentage of our Board is made up of Independent Outside Directors? Does the Board have an Independent Chair, by ISS's standards? | | |
| Have there been any material related-party transactions involving the CEO or Board within the last three years? | | |
| Is executive remuneration based in any way on ESG risks and performance? Are ESG-related key performance indicators represented in compensation metrics? | | |
| Does our Board of Directors have a formal schedule for consideration of environmental, safety, and/or social matters? | | |
| What percentage of our Board is made up of women? Overall, how diverse is our board? | | |
| Have we received an adverse opinion from an independent auditor, disclosed material weaknesses in internal controls, made non-timely financial filings, or restated financials for any period? | | |
| What is ratio between CEO salary and the average median worker pay? | | |
| Taxes What is our effective U.S. tax rate? | | |
| Is our company incorporated or reincorporated outside the U.S.? | | |
| Profitability What is our 5-year average Return on Equity? | | |
| Investor Return What is our 5-year total shareholder return? | | |

NOTES



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ABOUT JUST CAPITAL

JUST Capital, an independent, nonprofit research organization, makes it easier for people, companies, and markets to do the right thing by tracking the business behaviors Americans care about most. Our research, rankings, and data-driven tools help people make more informed decisions about where to invest, work, and buy to direct capital towards companies advancing a more just future. Companies that believe in fair pay and equal treatment for all workers. Companies that create good jobs and understand the value of strong communities. Companies that are committed to a healthy planet. America's Most JUST Companies, including the groundbreaking JUST 100 list, is published annually in the December issue of Forbes and on justcapital.com.